



# *LA*Connections

*la.gov*

## Louisiana's Blueprint for Digital Government

*Making Louisiana State Government Technology-Ready*

*laconnections.la.gov*

Version 1.5



February 21, 2001

## About this Report:

*“...if we are to defeat poverty, build wealth, and create opportunity, it must come in other areas like high technology”*

**-- Governor Foster’s 2000 Inaugural Address**

In response to Governor Foster’s challenge, the Division of Administration established the LAConnections project to develop “Louisiana’s Blueprint for Digital Government.” The Digital Blueprint lays out a plan of action to use technology for a better Louisiana—a Louisiana empowered to serve the public, improve education, enhance economic development, and defeat poverty. It also provides a means for state government to support Vision 2020, Louisiana’s master plan of economic development ([www.lded.state.la.us/new/vision2020/intro.htm](http://www.lded.state.la.us/new/vision2020/intro.htm)). The ultimate goal of Vision 2020 is to make Louisiana a “top-ten” state in which to live, work and do business.

The State of Louisiana is interested in using technology to promote the well being of Louisiana. It will do so in two main areas:

1. Policy – Use state policy and influence to promote technology as a means of improving the state’s economy, technology infrastructure and preparedness of its residents to meet the Digital Age.
2. Services – Develop and improve state government services through the use of technology to better service its customers and to make the state more attractive to business in the Digital Age.

## About this Report: (Continued)

The statewide effort to establish LAConnections and prepare the initial version of the Digital Blueprint began in February 2000 and was completed by December 2000. During this period an ACTIONS Technology Planning Conference was conducted with participation of more than 80 key executive, legislative, and judicial representatives. Immediately following the conference a series of small group workshops and meetings were held to refine and further develop the goals and initiatives that are the heart of the Digital Blueprint.

The Digital Blueprint is intended to be a working document and is posted on the Web at [laconnections.la.gov](http://laconnections.la.gov). Future updates and versions will also be posted at this site.

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## Section 1

# Louisiana's Blueprint for Digital Government



## Vision and Mission

The decade of the 90s has been identified as the dot.com decade, the next 10 years will go down in history as the dot.gov decade. Governor Foster and the leadership of the State of Louisiana recognizes the importance of the e-government. LAConnections reflects the state's commitment to finding new and creative ways to better serve all the customers of Louisiana government—residents, visitors, existing and potential businesses, government employees, and other governments. At the highest level, our effort is expressed in the following vision and mission statements:

The LAConnections Vision is:

*Every citizen will have access to Louisiana government services 24 hours a day, 7 days a week. Technology innovations will enhance the quality of life for all Louisiana citizens.*

The LAConnections Mission is:

*To foster the integration and effective use of technology for a better Louisiana—a Louisiana empowered to serve the public, improve education, enhance economic development, and defeat poverty.*

## Strategy

LAConnections will be the means by which Louisiana's digital government strategy is implemented. Its focus is to provide state citizens, leaders, and employees with the vision to ensure the state embraces the power of information technology and e-government as an essential tool for enhancing government services. Its main theme is articulated in these seven goals:

1. *To provide world-class government services to its citizens and other customers through the effective use of technology, especially the Internet.*
2. *To provide visionary leadership and governance that embraces the use of world-class technology and centralization of key resources as a priority for supporting the State's enterprise business model.*
3. *To develop progressive policies that encourage the growth, creation, and attraction of technology companies.*
4. *To provide a cost-effective and responsive Information Technology for State government.*
5. *To foster high-speed information access for all communities.*
6. *To provide innovative education and training opportunities, using world-class technology, for citizens, businesses and government employees.*
7. *To foster a culture within the State of Louisiana that ensures continuous technological innovation.*



## Where We Are Now

In its 1999 *Government Performance Project*, Governing Magazine reported that:

*“Louisiana suffers from the drawbacks of deeply decentralized, unplanned IT, with un-integrated, un-standardized systems slowing many processes.”*

The State of Louisiana invests in excess of \$200 million annually in Information Technology. There are over 30 state computer centers and 1,500 classified IT employees who are responsible for supporting many “mission critical” and numerous other information systems. As cited by Governing Magazine, many of the centers rely on individualized hardware and desktop software to support their operations.

The key concerns cited within this critical assessment are major focus areas of LAConnections and are discussed in this Digital Blueprint. The task of transforming this diverse environment into an enterprise business model represents a significant undertaking which must be embraced as a priority of government leadership.



## Where We Are Now (Continued)

### Special Recognition and Awards:

Despite these concerns, many positive accomplishments have been realized for which awards or special recognition have been received. A few of the more notable ones are in the areas of:

- Natural Resources Oil and Gas Information System
- Statewide enterprise systems such as: Financial Accounting, Purchasing, Capital Outlay, and Human Resources
- Distance Learning (Higher Education and La. National Guard)
- Telemedicine
- Bio-medical Center in Shreveport



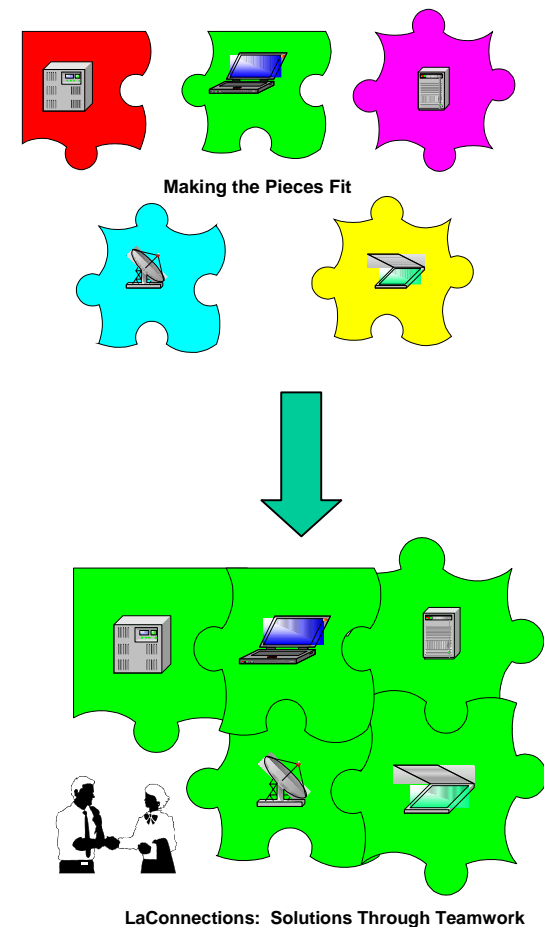
- Louisiana Express Lane for Motor Vehicle Licenses
- Libraries Connect Project
- Louis Library System
- Technology Innovation Fund
- State Parks Online Reservations System
- LSU at Eunice – Digital Campus
- Campaign Finance Reporting
- Hi-Performance Parallel Processing Center at LSU
- Internet 2
- Improving the ratio of computers to students in the classroom from 88:1 to 10:1

## Where We Are Headed

To effectively meet the dynamic pressures facing IT in the public sector, Louisiana must adopt a new **enterprise business model** for its IT operations. Significant changes in IT operations are required: accommodation of diversification in the number and types of customers that must be satisfied; the variety of delivery channels needed; the emergence of the global shop and virtual enterprises; and the extent to which processes and data exchange are changing.

The **LAConnections Blueprint for Digital Government** effort represents a multi-front assault on the major issues confronting IT in Louisiana. The challenge is to bring the many facets of information technology together. Some key aspects of this effort are:

- Adopting a services-based delivery philosophy that is customer-centric.
- Implementing an IT governance and infrastructure based on an enterprise approach using: centralization of resources, integration of trading partners, and value networking as major themes.
- Leveraging the pool of state IT resources to promote and support IT-based economic development activities.



## Section 2

# Digital Government



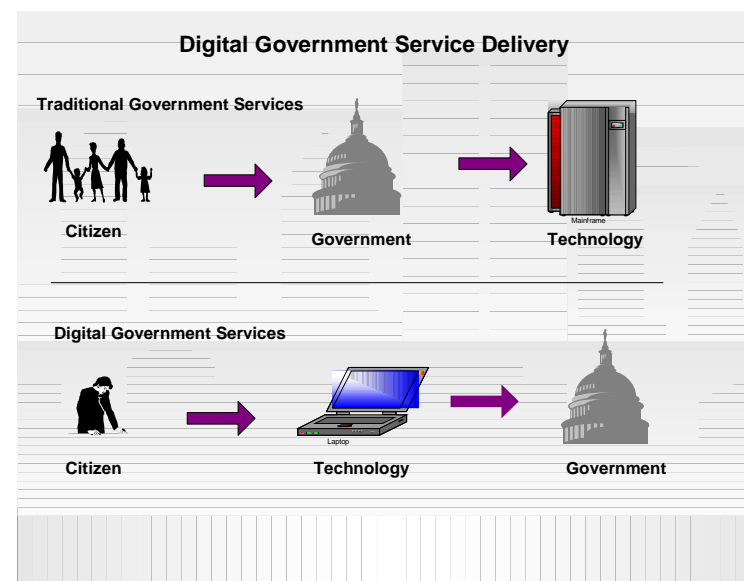
## About Digital Government

The state of Louisiana is adopting an information technology strategy called **digital government**, which has emerged as a means for transforming how governments, in particular, state government, provides a supportive environment for citizens and businesses to prosper in the new knowledge-based economy of the twenty-first century.

What is digital government? Simply stated, digital government can be defined as “citizen-driven digital service delivery.” It provides an electronic means by which citizens can both impact the government process and receive the information and services they require. Typically, digital government has three basic components:

1. Citizen to government – C2G (citizens interfacing with government to obtain information and/or services)
2. Business to government – B2G (businesses interfacing with government using applications for licenses, permits, etc.)
3. Government to government – G2G (agencies interfacing with each other at multiple levels of government).

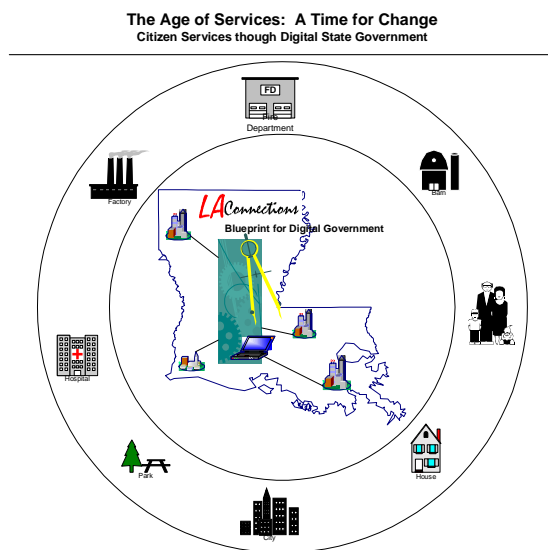
LAConnections embraces the prediction that in the next five years digital government will become the primary means by which government will provide “around-the-clock” services to citizens to increase access to information, improve customer services and complete important transactions.



## Age of Services

As we enter the twenty-first century, technology is transforming society more than ever before. A digital revolution is upon us. Information technology and the Internet are ushering in a new era in which communication and information will be available to everyone. The Industrial Age has been replaced by the Age of Services, also known as the Information Age or Digital Age.

In this new era, all organizations, including state government, will be judged by their ability to serve the needs of their customers. Organizations must become better at understanding customers' needs and being responsive to them, managing human and intellectual capital, and fostering innovation and continuous improvement within themselves. While there are fundamental differences between state government and the private sector, both government agencies and corporations must radically change the way they operate, organize themselves, and interact with customers.



To meet this challenge, Louisiana state government leadership is undertaking **LAConnections** to ensure that the people of Louisiana benefit fully from the digital revolution by realizing the power of technology and the Internet. This will be accomplished by acquiring and deploying information technology (IT)—the basic infrastructure of the Age of Services—in a coordinated and strategic manner statewide.

## Global Perspective

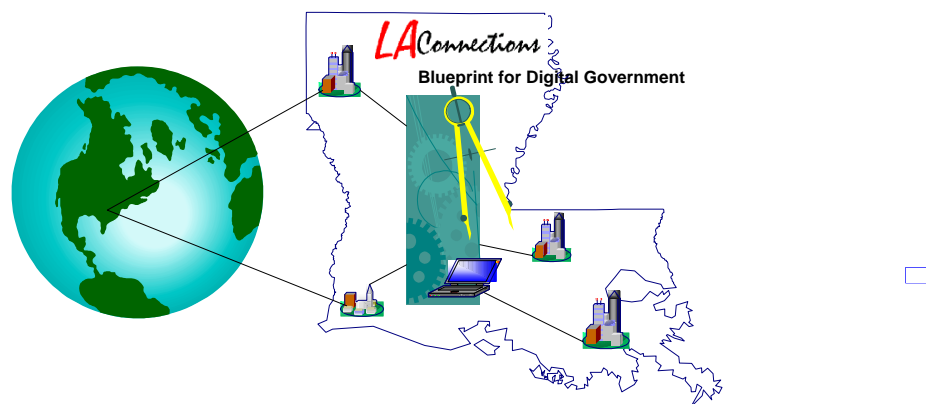
Information Technology and Globalization are the driving forces of the new economy. The two are increasingly interrelated as IT brings people and businesses together.

By 2006, the Department of Commerce estimates that half of the U.S. workforce will be employed by industries that are either major producers or intensive users of IT products and services. It is not only accelerating the rate of economic change, it is also changing the form and function of businesses in the modern economy and has the potential to restructure the services and operations of state government.

This new wave of globalization is more far reaching, in function and geography than anything previously experienced. American states are no longer simply competing against one another for firms and jobs of the future, they are competing against the rest of the world.

What matters today is the businesses' ability to innovate, use new technologies and knowledge to seize new market opportunities. State governments must have the same abilities in conducting their business to adequately support the growth industries. The alternative is a government out-of-touch with the needs of its businesses and citizens.

### State Government and Information Technology



### Supporting Louisiana in the Global Economy

## Trends in State Government

### Traditional Government

Citizens and business needing to ask a question or conduct business with a government agency after 5:00 P.M. must call back during the next business day.

Individuals wanting to pay taxes or apply for motor vehicle licenses or other licenses or permits must conduct business by phone, by mail, or in person.

Citizens starting a new business or inquiring about benefits or applications processes must contact numerous state agencies to determine what they must apply for, what they must comply with, or what they are entitled to.

Citizens and business interacting with different government agencies must submit the same or similar information numerous times to different sources.

### Digital Government

Through an integrated state website, citizens can access services 24 hours a day, 7 days a week, and 365 days a year.

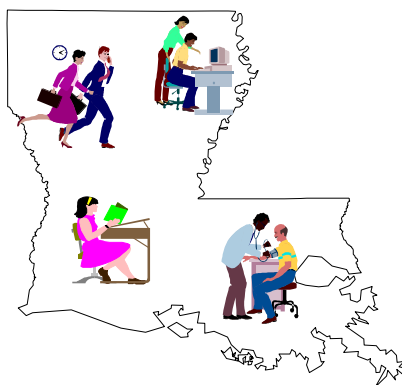
By connecting to the state web portal, individuals can: obtain simple permits; get motor vehicle, hunting, and fishing licenses; pay their taxes from the comfort of their home or anywhere there is access to the Internet.

The state web site can answer most questions through a one-step process with easy, interactive programs, and its catalog of services.

Core information needs to be submitted only once. Through integrated IT networks and enterprise wide applications, such as the *Louisiana E-Mall*<sup>TM</sup>, state agencies are able to share the same data.



## How Digital Government Will Affect You

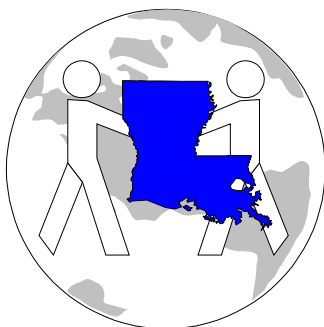


### Citizens:

Digital government signifies convenience and ease-of-use for citizens interacting with government. Through the planned Louisiana E-Mall citizens will be able to obtain and renew licenses and permits, purchase maps, subscribe to government publications, pay fines, and reserve facilities. Additionally, an interactive catalog of government services will provide a comprehensive directory of all state services—where citizens will be able to locate which services are available, what is required to obtain the service, and in many cases be able to actually obtain it. The vision when realized, will provide access to government services 24 hours a day, 7 days a week, 365 days a year from any location where there is access to the Internet.

### Businesses:

In today's economy, companies must be able to innovate, use new technologies to seize market opportunities, and anticipate how to exploit core competencies in a rapidly changing business environment. Digital government plays a major supporting role by being flexible and adaptable to address the varying demands for government services—to be transparent to its customers and responsive to their needs. **LAConnections** complements the many Louisiana economic development initiatives presently underway. Specifically planned are major initiatives in the area of policies to support economic development, education and training, technology innovation, digital signatures, and high speed Internet access.



## Section 3

# Blueprint for Digital Government

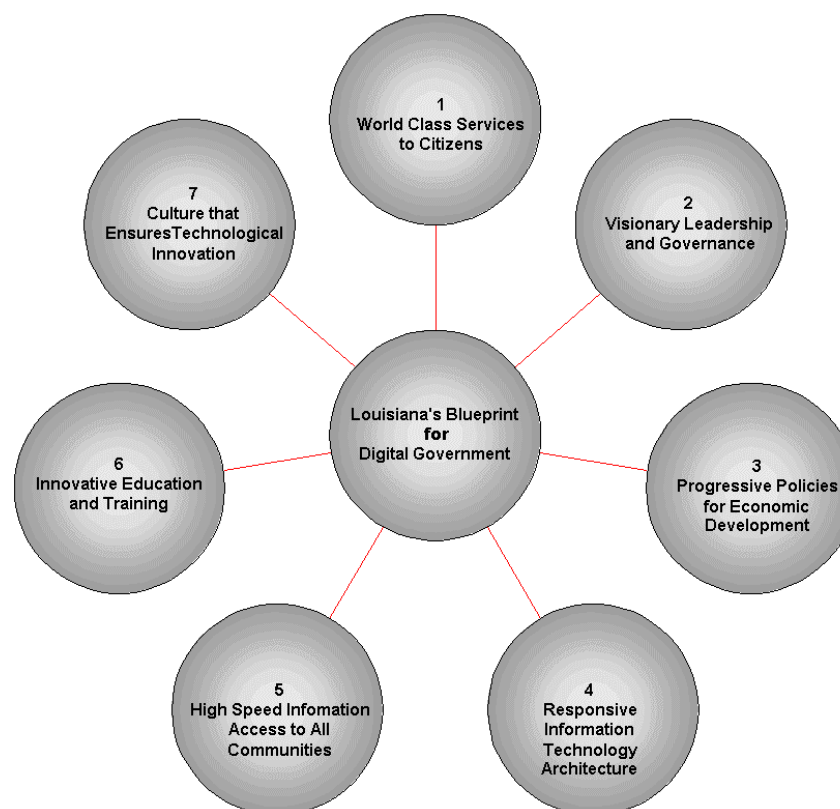


## Framework for Information Technology Success

Louisiana's approach to IT success creates an infrastructure for digital government that is based on strategically planning and implementing a synchronized set of initiatives and projects.

The initiatives and projects that make up the Digital Blueprint are components of the seven LAConnections goals that are grouped into focus areas for management and tracking purposes. While they are listed separately, there is considerable interaction and interdependency among them.

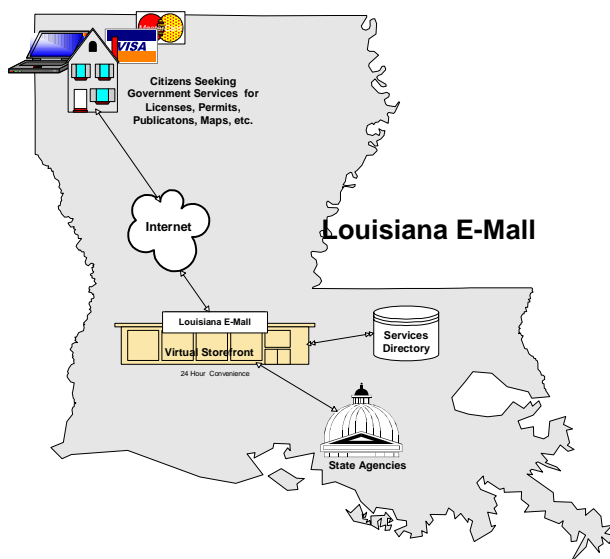
This section describes each of the focus areas and its initiatives. A more complete presentation of the initiatives and projects is included in the following sections of this report.



## Goals and Initiatives

### World Class Citizen Services:

One of **LAConnections** key goals is to provide world-class government services to citizens and other customers through the effective use of technology, especially the Internet.



The era of the Internet has spawned a new category of E-citizens who are starting to demand the same ease of access and interaction with government that they have come to expect from the **.com** leaders such as Amazon and MSN. Citizens are forcing a major change in the ways government service has become institutionalized over the past 50 years. Citizens desire to be the drivers of the service delivery process, deciding the time, place, and scope of interaction, through direct use of technology to interact with government. They want to avoid having to enter the brick and mortar offices of government, and expect an enterprise operation where organizational boundaries and jurisdictions are transparent.

A review of notable commercial Internet sites reveals that the more successful ones are based on an enterprise solution and have the following characteristics in common:

- Ease of use
- One stop service
- Assurances of consumer privacy and security
- Convenience
- Reliability
- Timely delivery of products and services
- End-to-end customer service and support

## Goals and Initiatives

### World Class Citizen Services Initiatives

The following five initiatives identified at the ACTIONS Technology Conference form the basis for the Digital Blueprint recommendations for achieving world-class citizen services.

1. Implement an Internet-based *Louisiana E-Mall* to offer government services through the Internet, such as licenses, permits, maps, publications, subscriptions, payment of fees, etc. The Louisiana E-Mall will be a One-Stop enterprise application providing services from agencies throughout state government.
2. Implement a *uniform customer service directory* where citizens can locate and access information about services from all state departments and agencies. The directory will provide interactive information about each service, access to downloadable forms, e-commerce links when available, and the methods for obtaining the services.
3. Provide a *single state e-government Internet portal* for integrated service delivery. This initiative will provide a common “look and feel” and seamless navigation among the individual agency Web sites.
4. Develop guidelines for agencies to provide *effective customer assistance* support and implement a coordinated customer assistance function and help desk.
5. Implement *security architecture and web guidelines* based on state/agency privacy policies to assure customers that the appropriate security infrastructure and procedures are in place to guarantee the privacy and integrity of how state government information is handled.

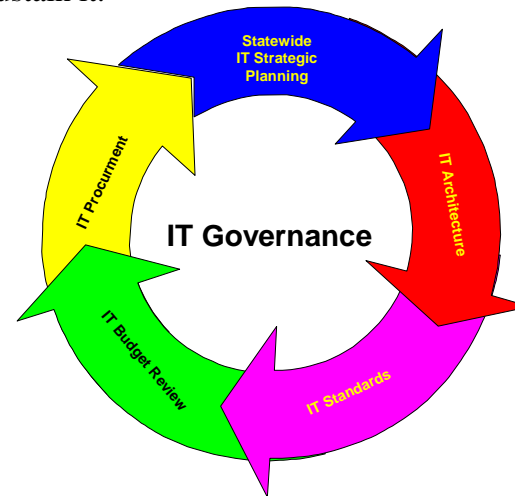
## Goals and Initiatives

### Visionary Leadership and Governance

Collaboration and support from the state's political, business and academic leadership are essential for LAConnections to be a success. Frequently, while much is said about the technologies involved in IT planning documents, little attention is often given to creating an organization to facilitate digital service delivery and to support an enterprise business operation. If agencies are to succeed they must create an environment that allows for rapid change and effects the creativity and growth of its human resources.

The governance model needed to implement and support LAConnections requires that many of the state's disparate IT resources be centralized into an enterprise organization. The success of this endeavor is dependent on leadership from a variety of sources, such as:

- A Chief Information Officer (CIO) who will provide technical leadership and instill a sense of urgency to implement the initiatives of LAConnections, ensuring that they do not get mired in the planning stage.
- Legislative leadership, department executives, program administrators, and IT managers to provide commitment and support statewide.
- Project and technical leaders who effect the necessary speed and technical agility needed to implement the Digital Blueprint initiatives and the culture necessary to sustain it.



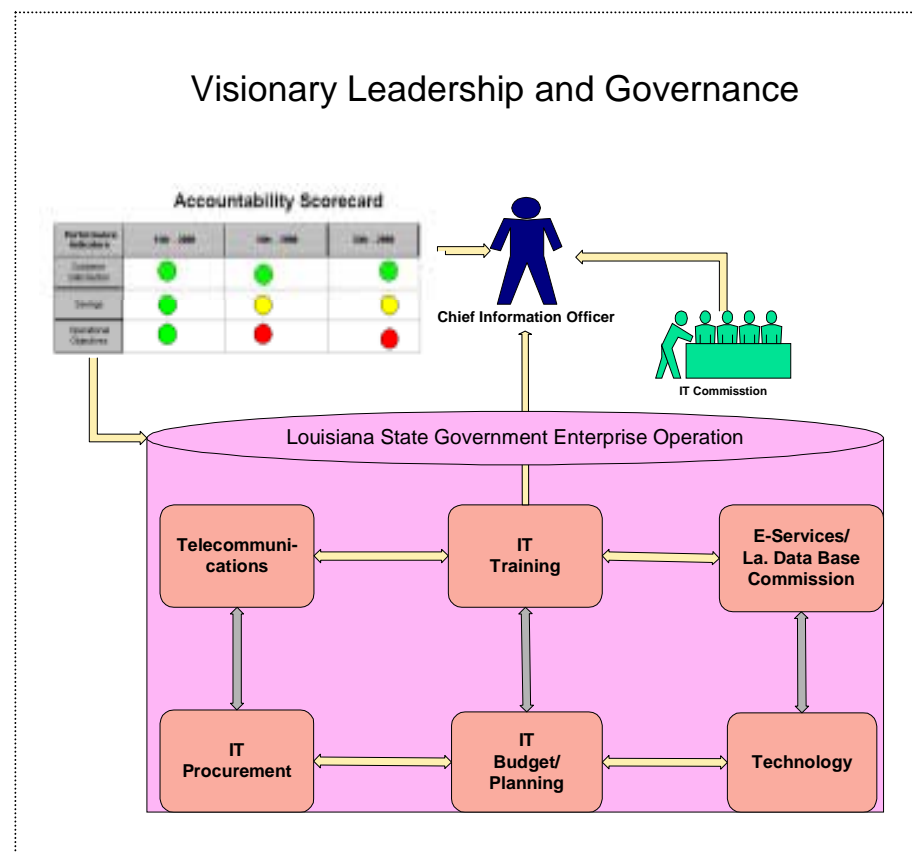
## Goals and Initiatives

### Visionary Leadership and Governance (continued)

The focus of the Governance effort is to *define an "Information Technology Governance Model" for the executive branch of Louisiana State Government and to develop a legislative package for its implementation.*

Governance will be multi-leveled with accountability being applied throughout the structure. At the highest level, the governance role of a CIO, supported by an IT Advisory Board, and the related issues of organization, authority, scope and policy development will be addressed. In addition, initiatives focused on areas such as IT strategic planning and budgeting, training, procurement, telecommunications, digital government, and technology architecture and standards will be aggressively pursued.

*Accountability at all levels will be an essential aspect of the governance model.* Performance goals and operational scorecards will be used to set expected outcomes and report results.



## Goals and Initiatives

### Visionary Leadership and Governance Initiatives

The following initiatives identified at the ACTIONS Technology Conference form the basis for the Digital Blueprint recommendations for achieving visionary leadership and governance.

1. Define and implement an information technology governance model for the executive branch of Louisiana state government, including development and enactment of a legislative package to support the implementation. A key component of governance will be the inclusion of accountability measures, such as a technology report card, to effectively monitor operations and report results. The governance model will involve visionary participation by administrative, legislative, academic, and business leadership.
2. Develop and implement a governance model for digital signatures, privacy and security, evidentiary requirements, and digital identities to support e-government. This includes development and enactment of legislation and the infrastructure needed to support the technical requirements. This would have the effect of putting e-government on an equal basis with paper-government.
3. Eliminate federal and state restrictions, funding policies, etc. that restrict Louisiana in developing the various aspects of Digital Government in a most cost effective and efficient manner.
4. Broaden the scope of telecommunications governance to include data network systems and services, and video systems and services. This will require modifying existing enabling and governing legislation for telecommunications governance to be consistent with the goals of LAConnections.



## Goals and Initiatives

### Visionary Leadership and Governance Initiatives

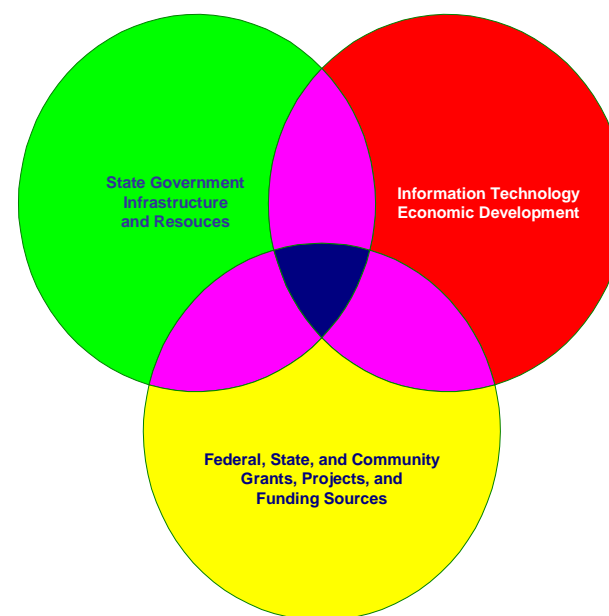
5. Develop and implement a governance model to support the efficient and cost effective acquisition and contracting of IT-related services. This may include revisions to existing legislation regarding IT equipment, software, training, consulting services, etc.
6. Define and implement methods for governance of an effective training program for state IT professionals.
7. Define and implement an electronic services governance model for the executive branch. This initiative will address lifecycle issues and activities necessary to ensure the effective implementation and operation of e-service capabilities from an enterprise perspective.
8. Define and implement a governance model for the technology architecture and related standards for the state IT enterprise. This may require development and enactment of supporting legislation.
9. Develop and implement an inventory of the state's IT environment. This will include capturing an IT profile of each state department that will include: equipment, software, networking, key applications, staffing, and costs.

## Goals and Initiatives

### Progressive Policies for Technology Driven Economic Development Opportunities

Historically, the vitality of the Louisiana economy was determined by the success of its traditional industries: oil and gas production, petro-chemicals, transportation, tourism, agriculture, lumber and paper, and health care. The newer, more rapid growth companies, are frequently intensive users of IT who create new products and services with lightning speed, establish relationships with consumers that eliminate intermediaries and transform how business can be done in the digital age. This is a hallmark of the Vision 2020 plan.

Louisiana state government with its 20 state departments and large operating expenses and infrastructure budget can have a tremendous impact on the economy of the state. Departmental leadership will be challenged to view its budget as a component of a statewide enterprise that can be used to proactively and aggressively complement and/or initiate economic development projects.



**Progressive Support for IT-Based Economic Development**

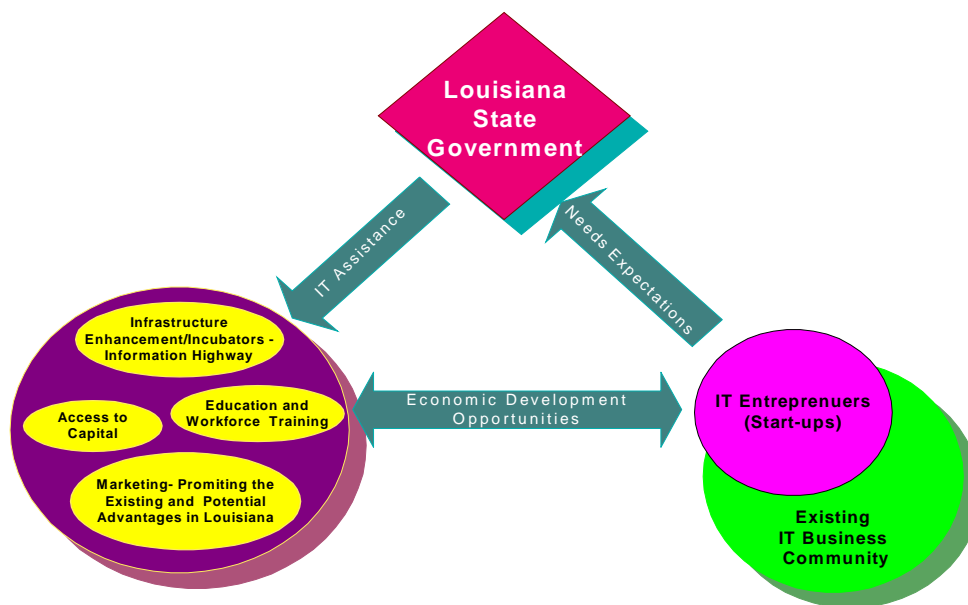
## Goals and Initiatives

### Progressive Policies for Technology Driven Economic Development Opportunities

A key goal of LAConnections is to leverage the state's resources that encourage the growth, creation, and attraction of technology intensive companies. This requires the state to implement progressive policies that create:

- Access to Capital
- Education and Workforce Training
- Infrastructure
- Strategic Economic Growth Policies
- Marketing.

### *Supporting Technology Development in Louisiana*



## Goals and Initiatives

### Progressive Policies for Technology Driven Economic Development Opportunities - Initiatives

Specific LAConnections initiatives related to this goal are:



1. Develop programs and policies that all state departments can utilize to promote and support IT-based economic development. This initiative will involve creating a template to guide departments in identifying projects that can be implemented through redirecting existing resources (personnel and/or dollars). Examples of initial projects are: targeting Community Development Block Grant dollars to IT projects, use of “8g” annual investment dollars in K-12 and higher education, Louisiana Economic Development Corporations funds be marketed for IT business proposal to applications, awards targeted to IT economic development projects, capital outlay funds for IT infrastructure projects, etc.
2. Identify specific “fast track” economic development projects that can be pursued and implemented in 18 months (e.g., Internet Data Center, Research Park Projects, utilization of DOTD fiber optic infrastructure).

## Goals and Initiatives

### Progressive Policies for Technology Driven Economic Development Opportunities - Initiatives

3. Develop an applicant pool of IT professionals to meet the needs of Louisiana businesses and encourage IT-oriented business to locate in Louisiana.
4. Establish an official web-site for posting business opportunities such as: online bidding, online posting of bid solicitations, purchasing card, online forms management, online surplus property system, reverse auction, etc.
5. Establish the Governor's Economic Development Technology Roundtable to educate, promote awareness, solicit input, and establish partnerships with the Louisiana business community. This initiative also seeks to receive input from IT business owners on what policies should be implemented in this state that will make Louisiana an attractive and competitive place to support and grow technology companies.
6. Establish a method for communicating to state and/or local government officials the resources needed to support businesses. Too often opportunities are missed because there is no process in place to identify and share available funding source information. Where possible, governmental entities should seek available resources and use them to leverage services to the public. This includes identifying opportunities for accessing and receiving federal, private, and foundation funds.

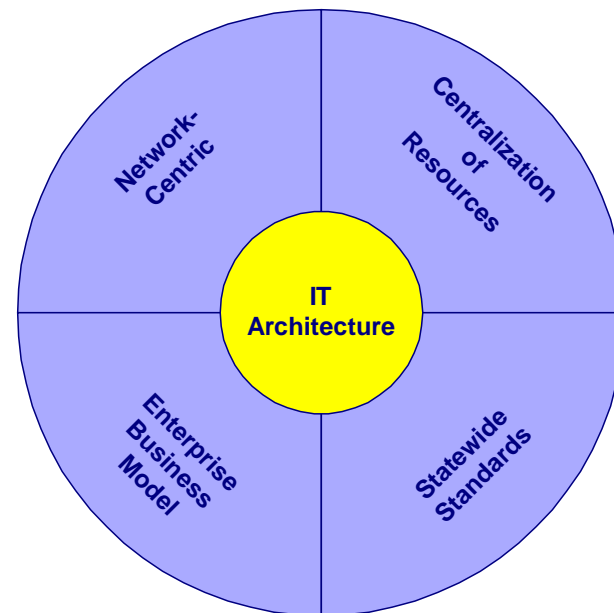
## Goals and Initiatives

### Cost-Effective and Responsive IT Enterprise Architecture for State Government

LAConnections recognizes information technology as an investment in assets involving significant taxpayer funds that must be planned and managed from an enterprise perspective to maximize its effectiveness.

To this end, a statewide Enterprise Information Architecture and accompanying standards will be developed. The architecture will allow the state to establish a technical plan to maximize the utilization and benefits of its IT, to optimize IT spending, to leverage the state's efforts regarding training, to minimize total cost of ownership of IT, and to elevate the state in the utilization of technological advances that would benefit its citizens.

Additionally, standards will be developed to serve as a roadmap for how technology should be best implemented in state agencies. Standards ensure that the IT is deployed in a consistent manner and will allow for easier sharing and transfer of data to those being serviced.

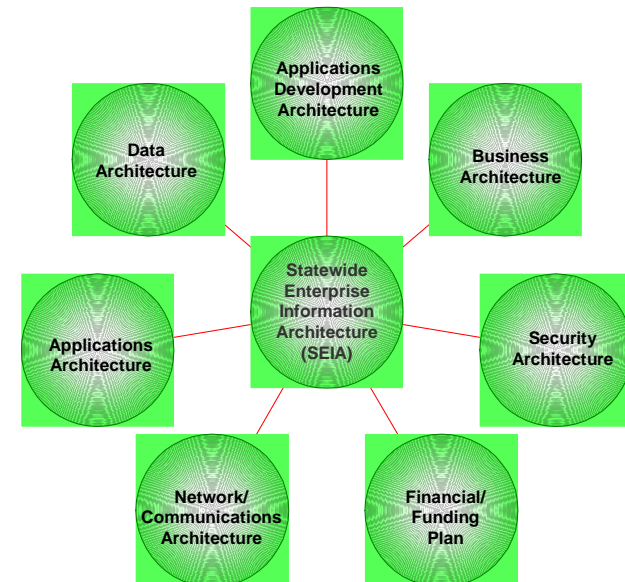


## Goals and Initiatives

### Cost-Effective and Responsive IT Architecture for State Government - Initiatives

Specific LAConnections initiatives related to this goal are:

1. Develop a statewide enterprise IT architecture and establish statewide technology standards. The architecture will address the following topical areas: business processes, applications, applications development, data, security, network/ communications, and financial/funding methodology.
2. Enhance the statewide, shared network services platform. The enhanced network will be based on carrier class technology and will provide virtual private network (VPN) services to state government. This will enable the state to begin implementing essential network services, such as: security, VPN services, domain name services, cache server, integrated access for data, voice and video, etc.
3. Implement desktop standards statewide for personal computer hardware and software. The initial focus will be on the functional and minimal technical requirements for client desktops rather than servers. Standards will require less staff, reduce training costs, improve technical support, increase productivity, enhance knowledge transfer, provide uniform costs, and establish a broader foundation for future initiatives.



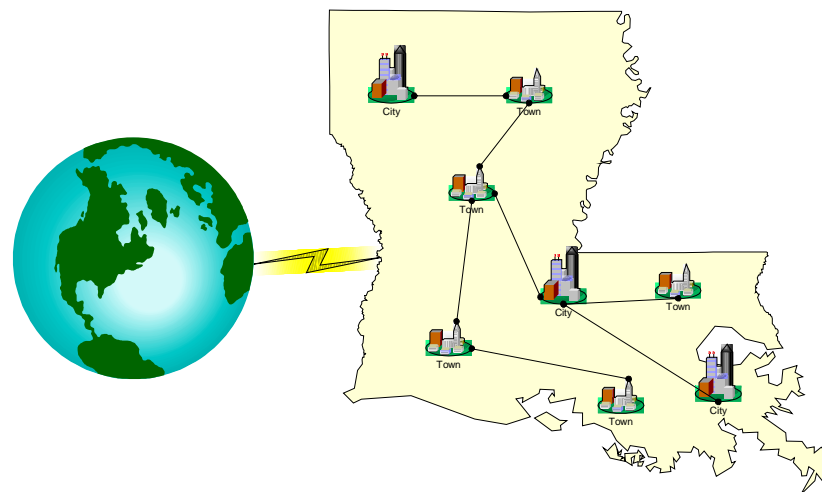
## Goals and Initiatives

### High-Speed Information Access for All Communities

Technology is important to Louisiana because it affects every aspect of our lives—how we educate our children, learn our job skills, and conduct business. To help make this a reality, LAConnections will pro-actively encourage and foster high-speed information access for all communities.

Today, the average use of the Internet by citizens of Louisiana does not require high bandwidth since it is used primarily for e-mail, searching for specific information (surfing), and limited e-commerce. In anticipation of the exploding growth of e-commerce on the Internet, citizens and communities will require high-speed information access.

For the past several years the state has been working with private foundations and matching grants and has built a comprehensive telecommunications infrastructure that provide all public library facilities with Internet access. This effort provided 2,400 PCs and high-speed Internet access to some 327 facilities across the state. The goal to provides public access to the Internet within 20 minutes of most homes has been met. Additional efforts are planned to target the need to create a robust Louisiana communications infrastructure.



Foster High-Speed Information Access for all Communities

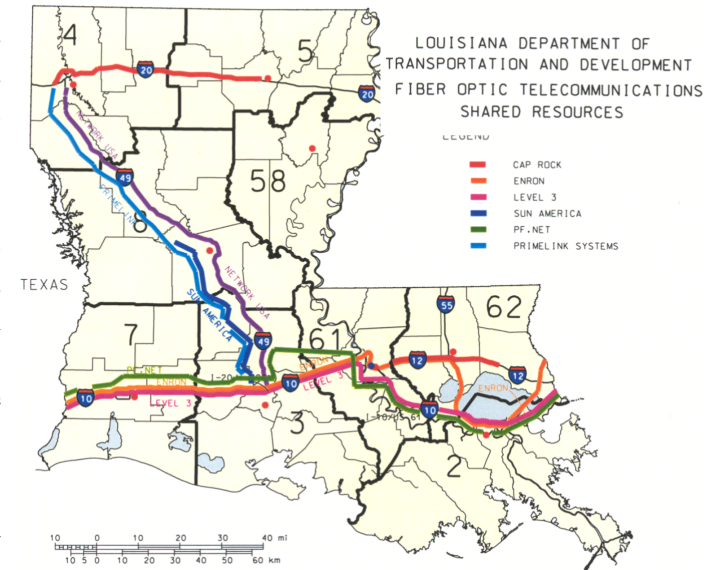


## Goals and Initiatives

### High-Speed Information Access for All Communities - Initiatives

Specific LAConnections initiatives related to this goal are:

1. To build upon the technical support and communications infrastructure currently providing public access to the Internet through all state libraries. This project was initiated through grants and private foundations funding and was implemented in 1999.
2. To insure competitive access to public facilities by multiple service providers. During the installation of fiber optic cabling in urban street rights-of-way and along highway rights-of way, public entities should competitively seek service providers who are willing to have access to public facilities or install wireless infrastructure equipment for future use at these facilities.
3. To establish a clearinghouse of Internet service resources to serve as a linkage between citizens seeking low-cost Internet connectivity, especially in remote areas, and service providers. Since the availability of communications is changing rapidly, such a clearinghouse will serve as a catalyst for growth and lowering Internet service rates.



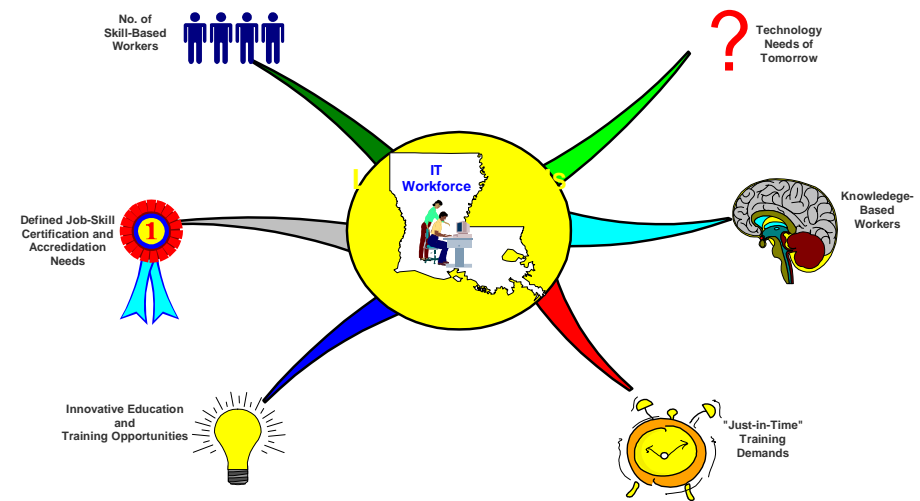
## Goals and Initiatives

### Innovative Education and Training Opportunities

A critical challenge for digital government is to attract and retained skilled technical and professional personnel. Long term labor shortages are expected in the IT industry for the next five years. For every ten IT positions needed, there is an estimated seven IT professionals available. This not only affects state government operations, but is considered one of the most critical site selection criteria for new business formations and is vital to the state's economic-development IT cluster strategy.

The problem is further compounded by changes in technology that require continuous training after formal education is completed. IT education and training is becoming more anchored in accreditation and certification that are tied to defined skills, jobs, and career paths.

Within this context workforce development must become a more flexible and “just-in-time” process to meet IT needs. The worker will become a continuous “consumer” of knowledge where learning and training may occur both within and outside of traditional institutions and workplace-based venues.



Dynamic Factors Affecting Education and Training

## Goals and Initiatives

### Innovative Education and Training Opportunities - Initiatives

Specific LAConnections initiatives related to this goal are:

1. *To expand and market statewide training and education for state employees and other citizens through the education Internet portal, E-Learn Louisiana (ELLA).* E-Learn Louisiana will be built upon existing electronic learning resources provided by the Louisiana Board of Regents, the Board of Elementary and Secondary Education, Louisiana Department of Education, and Louisiana Public Broadcasting. Information Technology training will be the first phase of this collaborative initiative.
2. *To identify and change policies that inhibit growth of electronic delivery of education and training to citizens.* Policy affecting the delivery of resources electronically is a rapidly evolving area. Regulations that have evolved over time may not be relevant to the same education and training delivered electronically.
3. This initiative to involve a series of *community educational meetings*, which explains the availability of local Internet services, demonstrates what can be done with the Internet and encourages participation in the "how to use" educational programs. A media promotion will be conducted in advance of the community meetings. This program is designed to target citizens and businesses in areas where there has been limited exposure to Internet technology.
4. *To establish industry recognized competency based IT education, training, and certification programs in secondary and post-secondary education.* This initiative will establish standardized, competency-based IT training throughout Louisiana's educational system to ensure that skills acquired meet the needs of industry and enhance to employability of our citizens.

## Goals and Initiatives

### Innovative Education and Training Opportunities - Initiatives

5. *To establish a protocol to require educational institutions to be more industry focused and continuously revise/update curricula based on industry feedback and existing successful programs.*
6. *To define technology skills and training requirements for all state employees.* E-government requires e-workers that understand current technology and have the necessary skills to use it effectively. Also, professional development of IT staff is critical to the success of **LAConnections**. This initiative provides a systematic approach for defining IT training needs based on job and work requirements.
7. *To provide opportunities and incentives for existing IT workers for career growth and/or non-IT workers to transition into IT positions.* Recruiting and retaining IT professionals will continue to be difficult for the foreseeable future. Over the past several years policy changes related to dual career ladders, monetary and non-monetary employee incentives have been developed. This incentive provides a process for Civil Service to work with agency officials and IT managers to develop model packages for effectively implementing innovative career and incentive programs throughout the state.

## Goals and Initiatives

### Innovative Education and Training Opportunities - Initiatives

8. *To create and maintain a Web Resource Development Academy.* The Academy will provide web training and development resources for state webmasters and identified key employees in developing and deploying “best-practices” web solutions.
9. *To maximize applied research to support the delivery of government services, training, and education.* This initiative will provide government with a continuous point of access to the applied research communities available within higher education. For example, the use of high-tech sensors and computer models is available in the university community to mitigate the impact of pending natural and man-made environmental hazards such as hurricanes, river flooding, and toxic chemical releases.

## Goals and Initiatives

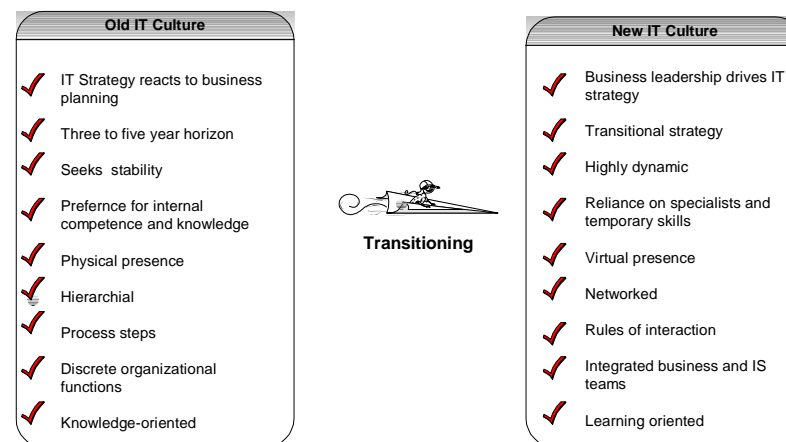
### Culture That Ensures Continuous Technological Innovation

State government is in the service business and has much to learn from the most innovative firms about how to organize work to improve customer service. The public expects government to steadily improve its services and operations. LAConnections incorporates a strategy for creating the “right” culture for digital government and positions the state for continuing technological evolution.

While no one can accurately predict the dynamic changes driving the move to digital government, we can be assured that it will be substantially different from our existing environment and that a culture that can successfully support electronic government must be created.

As digital government grows to include electronic citizen interaction in the political process—a government where individual and businesses have day-to-day input into government operations—state government must be positioned and prepared to balance the process between citizens and government. Some of the anticipated cultural differences are depicting in the illustration on the right.

#### Creating a Culture for Effective Digital Government



## Goals and Initiatives

### Culture That Ensures Continuous Technological Innovation - Initiatives

Specific LAConnections initiatives related to this goal are:

1. To revise the manner in which IT expenditures are budgeted to ensure meaningful review, oversight, and consistency with program and technical goals. This includes viewing IT as an investment, developing a state portfolio strategy of reviewing and recommending initiatives and projects, and developing metrics for ensuring performance and accountability.
2. To partner with K-12, Higher Education and Civil Service to develop a more aggressive recruitment, hiring, training and retention incentive model in state government. Some possible alternatives are: establishing internships/scholarships for students and local colleges and technical schools, establishing incentives for current employees to refer applicants, developing policies that encourage current non-IT state employees to move into the IT field, and effective recruiting that focuses on state government strengths as an employer.
3. To develop and promote an online pool of applicants for IT jobs in state government. The approach will be to develop a database of resumes that can be searched to find the exact set of technical skills that a prospective agency employer is seeking.
4. To create an IT think-tank, Governor's Technology Advisory Council (TAC), focused on IT trends and forecasts as a visionary body. TAC will be comprised of IT leaders with national reputations as being innovators, risk takers and trailblazers with Louisiana roots or ties who would meet once a year and provide a visionary perspective of the direction of the IT industry and a responsive digital government.
5. Create an environment where citizens require IT services as a utility, the same as they require water, electricity, and adequate sanitary services.

## Section 4

### Next Steps





## Next Steps

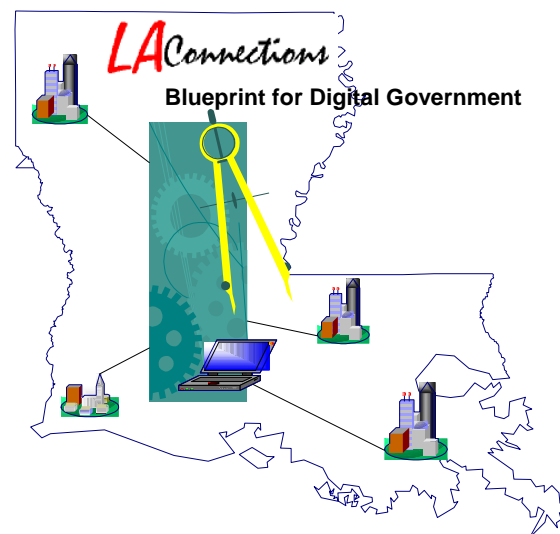
### What is needed for IT Success in Louisiana – An Enterprise Approach

LAConnections is creating an environment for digital government by treating the state as a single enterprise. The successful transformation to digital government begins with a shared commitment to business processes and technology transformation among state policymakers, IT leaders and practitioners, and executive management.

LAConnections challenges departments and agencies to move beyond the conventional practice of maintaining, independent stand-alone IT environments operating in an uncoordinated fashion and to bring key IT resources together to form an enterprise focused organization capable of providing cost effective digital services in today's business world. The critical factors for assuring its success are:

- Leadership commitment to an Enterprise IT Approach which includes:
  - . Long Term Continuity
  - . Maintaining Momentum
  - . “Buy In” From All Levels of Government
  - . Cultural Changes
- Innovative Thinking to See IT as a Utility
- Success of Legislation
- Ability to Redirect Resources
- Support Cultural Changes

Within the Louisiana IT environment there are three major interdependent components required to build digital government: Internet applications, infrastructure, and governance. Given the rapid changes in technology, some digital applications are already in progress, while statewide infrastructure and policies are continuing to evolve. LAConnections brings these three components together with a comprehensive plan of action.



## Next Steps

### Implementation Approach

#### Overall Responsibility for Coordination

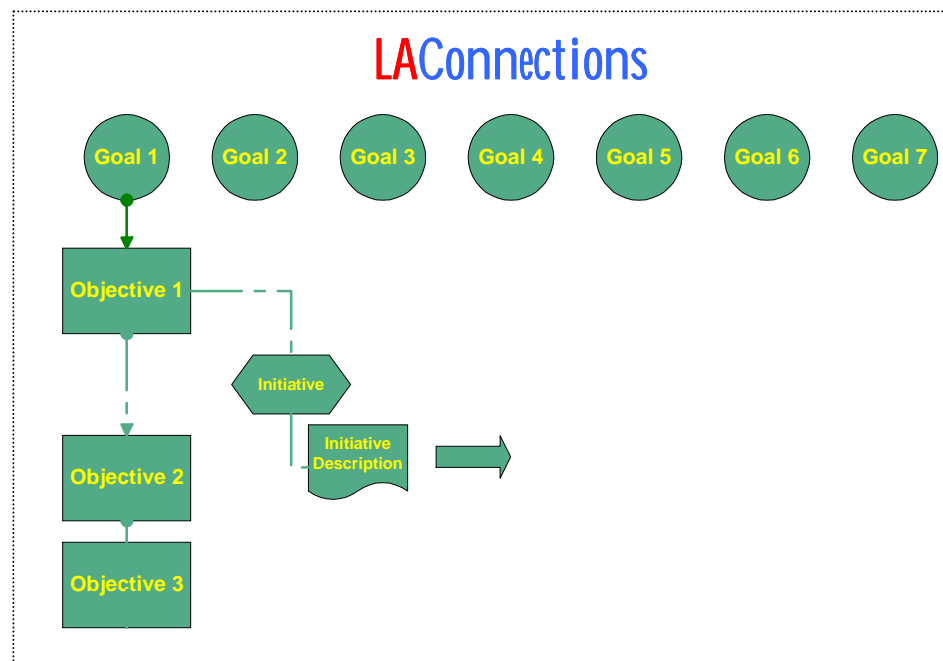
The primary responsibility for the successful implementation and coordination of LAConnections resides with the state's Chief Information Officer. The implementation approach will involve executive and technical leaders throughout the Executive Department with additional participation from the legislative and judicial branches, higher education, and other elected officials.

#### Organization

The diagram shown on this page depicts how LAConnections evolved from goals to objectives, and then from objectives down to initiatives. Each goal is headed by a goal coordinator. The individual initiatives are headed by designated leaders with experience and/or significant interest in the success of the specific initiative. Each initiative is supported by a Task Force and/or steering committee responsible for oversight and monitoring.

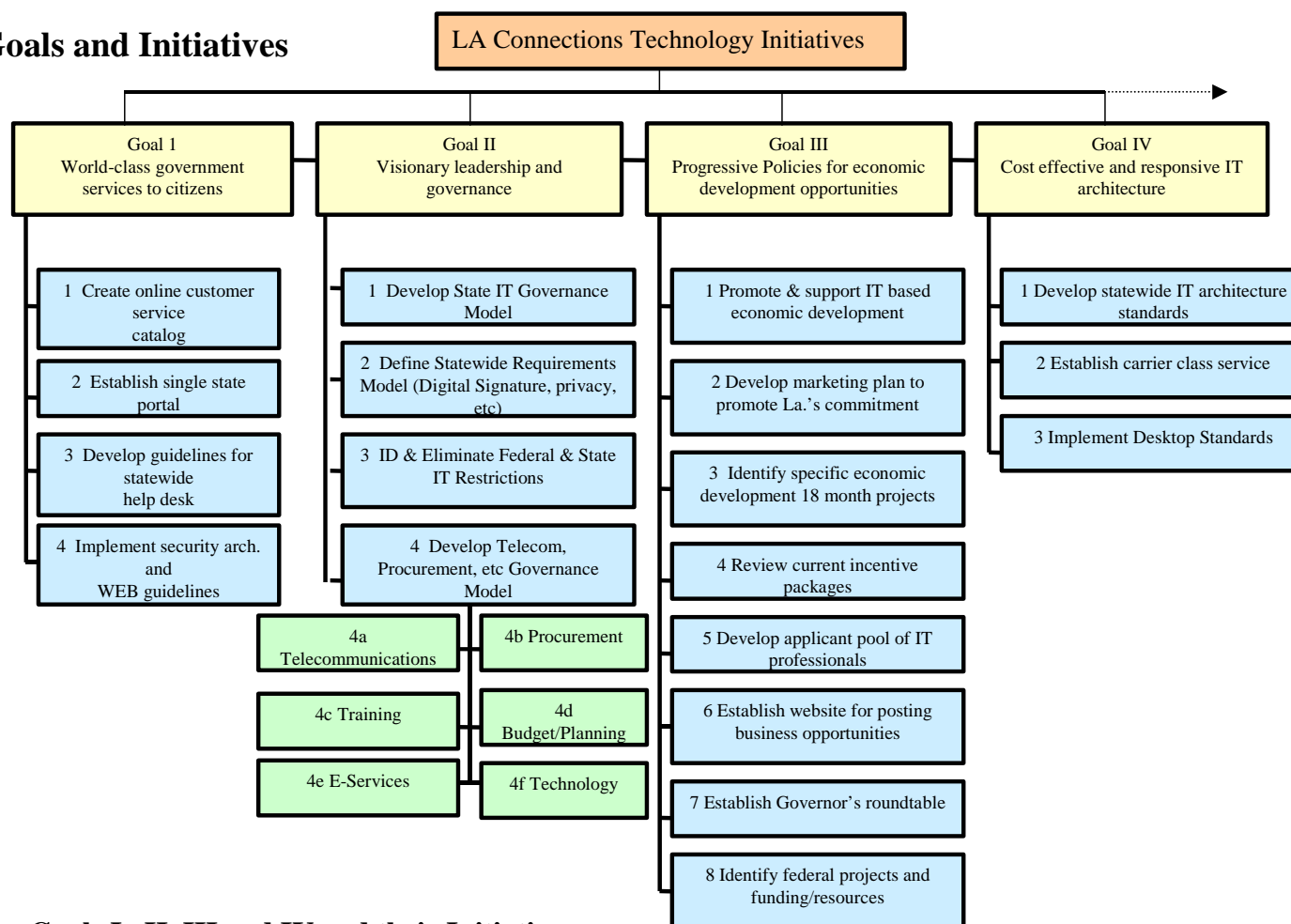
#### Project Reporting and Accountability

The reporting of status for the various initiatives is the responsibility of the various initiative and project leaders. The Chief Information Officer will coordinate and monitor the overall success of LAConnections and maintain a report card depicting the status of the initiatives and projects.



## Next Steps

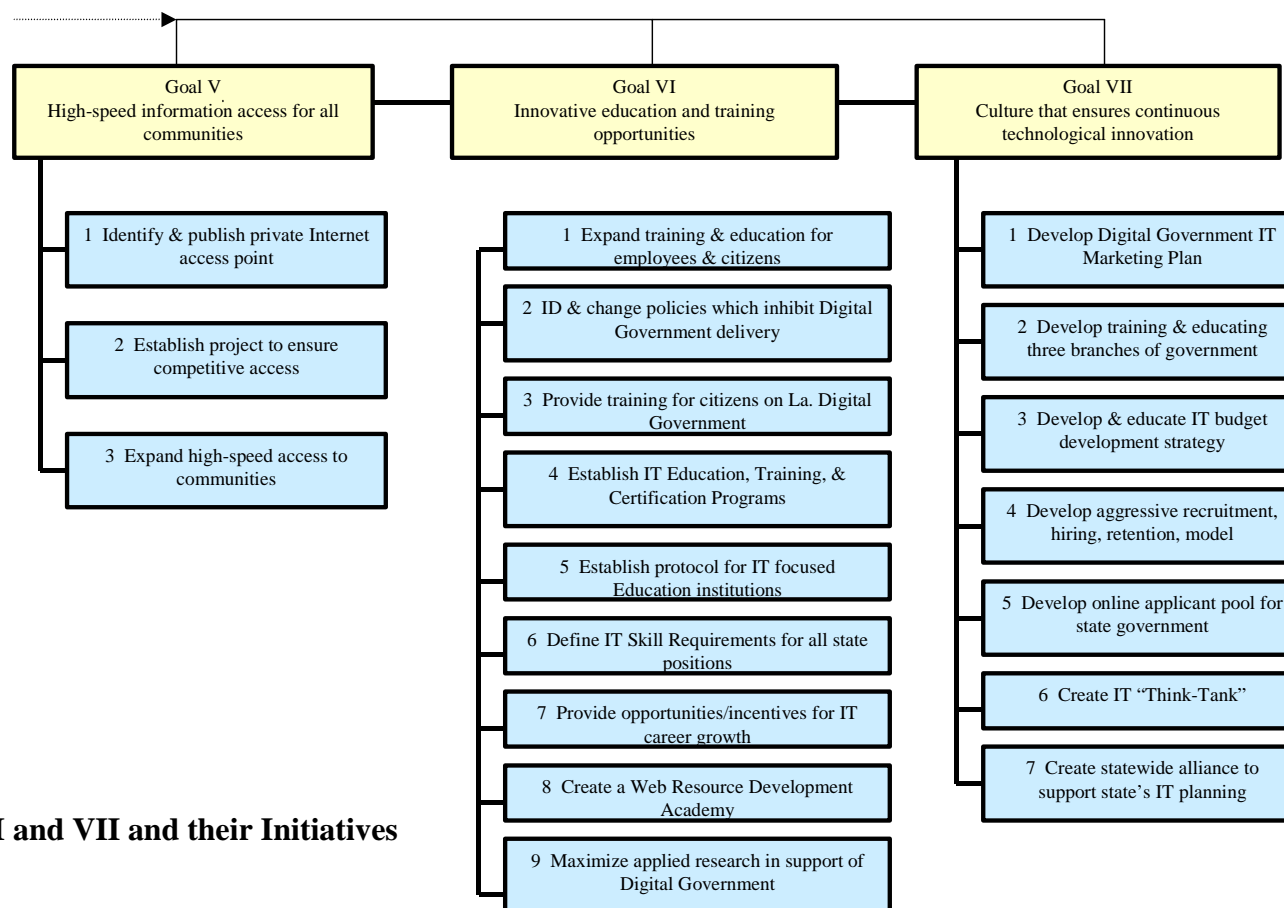
### LAConnections - Goals and Initiatives



**Figure: Goals I, II, III and IV and their Initiatives**

## Next Steps

### LAConnections - Goals and Initiatives



**Figure: Goals V, VI and VII and their Initiatives**

## Next Steps

### Projects Currently Underway

The following LAConnections initiatives and/or projects are presently underway:

#### Government Services to Citizens

- Louisiana E-Mall
- Directory of State Services
- Establish Single State Portal

#### Governance

- Development Governance Legislative Package
- Identify and Eliminate Federal and State Digital Government Restrictions
- Develop Telecommunications, Procurement, Training, Technology, Budget/Planning, and E-services legislative packages

#### IT Polices for Economic Development Opportunities

Identify Specific Economic Development 18 month Projects

#### IT Architecture

- Develop Statewide IT Desktop Standards
- Establish Carrier Class Service Including VPN

#### Information Access for for all Communities

- Identify and Publish Private Internet Access Points

#### Education and Training Opportunities

- Expand Training and Education for Employees and Citizens

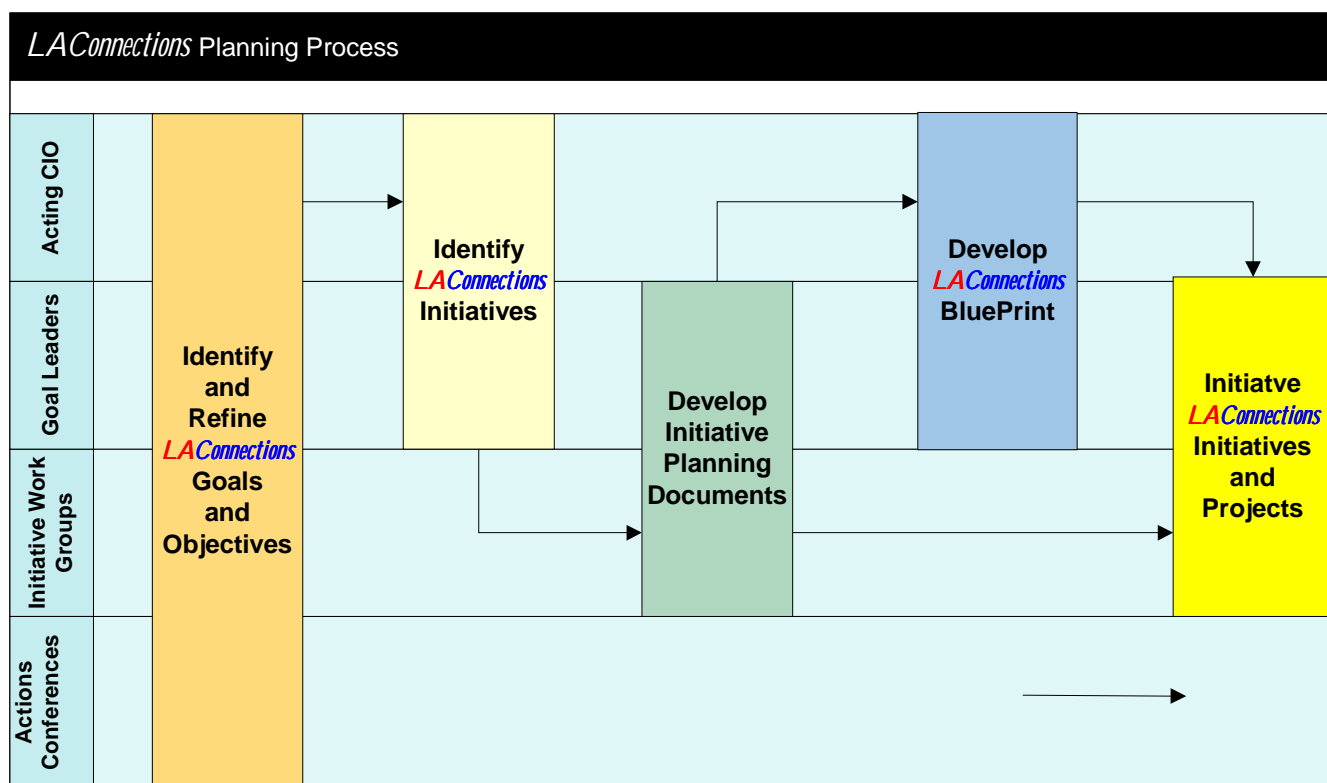
#### Culture that Ensures Continuous Technological Innovation

- Develop Digital Government IT Marketing Plan

## Next Steps

### Implementation Approach (Continued)

This diagram illustrates how the key LAConnections documents were prepared and who the major participants were in their development.



## Appendix A

# LAConnections Participants



| <b>Name</b>         | <b>Department</b>                            |
|---------------------|--|
| Abbiati, Mike       | Board of Regents                             |
| Ahmed, Rizwan       | Department of Natural Resources              |
| Alexander, Betty    | Treasurer's Office                           |
| Anderson, Christy   | LA Public Service Commission                 |
| Andrepoint, Barbara | Department of Education                      |
| Andries, Don        | Department of Labor                          |
| Appe, Glenn         | LA National Guard                            |
| Armstrong, Lance    | LASERS                                       |
| Asoodeh, Mike       | SLU  |
| Baker, Gene         | LSU Agricultural Center                      |
| Basilica, John      | Dept. of Transportation & Development        |
| Bercegeay, Kathie   | Louisiana Public Service Commission          |
| Berthelot, Jeff     | DOA-Office of Database Commission            |
| Bickham, Thomas     | Department of Environmental Quality          |
| Blackmon, Bo        | Department of Natural Resources              |
| Boe', Ralph         | Louisiana Library Network                    |
| Boesch, Thomas      | State Employee Group Benefits                |
| Boettcher, Jane     | Department of Labor                          |
| Boudreaux, Trey     | Department of Corrections                    |
| Bowman, Dave        | Governor's Office of Workforce Development   |
| Boyd, W. Jerome     | Department of Health and Hospitals           |
| Branch, Carolyn     | Department of Economic Development           |
| Breen, Sam          | DOA-Comprehensive Public Training Program    |
| Broome, Sharon W.   | Louisiana House of Representatives           |
| Brown, Albert       | Department of Wildlife & Fisheries           |
| Bryant, Doug        | Department of Culture, Recreation, & Tourism |
| Bryars, Paula       | LA Department of Economic Development        |
| Burkes, Tom         | DOA-OIR                                      |
| Butler, Bonnie      | Department of Health and Hospitals           |
| Cali, Dominic       | Dept. of Transportation & Development        |
| Carrriere, Blaise   | Dept. of Transportation & Development        |
| Carville, Donna     | LA Economic Development Council              |

| <b>Name</b>       | <b>Department</b>                         |
|-------------------|---|
| Castille, Charles | Department of Health & Hospitals          |
| Chappuis, Robert  | Department of Health and Hospitals        |
| Clair, Terry      | Department of Corrections                 |
| Clark, Beulah     | Baton Rouge Community Center              |
| Cole, Jerry       | Urban Affairs & Development               |
| Cole, Tom         | Louisiana Legislative Auditor             |
| Courtney, Beth    | Louisiana Public Broadcasting             |
| Couvillion, Ron   | Department of Insurance                   |
| Crawford, Brett   | Department of Revenue                     |
| Daling, Pete      | LA Workforce Commission                   |
| Davidson, Hailey  | Department of Education                   |
| Davis, Angele     | DOA-Commissioner's Office                 |
| Decuir, Denise    | Board of Regents                          |
| DeMers, Donna     | SELU                                      |
| DeVilbiss         | Department of Environmental Quality       |
| Difulco, Frank    | LA Supreme Court                          |
| Doescher, Allen   | DOA-Office of Telecommunication Mgt.      |
| Dousay, David     | Department of Wildlife and Fisheries      |
| Dubon, Herman     | DOA-Community Development                 |
| Ducote, Glen      | Department of Justice                     |
| Dyes, Homer       | Louisiana Public Broadcasting             |
| Elder, Dave       | Department of Education                   |
| Elkins, Suzie     | DOA-Community Development                 |
| Evans, Barbara    | LA Partnership for Technology/Innovation  |
| Fontenot, Duane   | Department of Social Services             |
| Fontenot, Monique | DOA-Comprehensive Public Training Program |
| Fuselier, Meg     | Governor's Office                         |
| Galyean, Mark     | Department of Economic Development        |
| Gonzalez, Patti   | DOA-Office of Information Services        |
| Gothreaux, Gregg  | LA Economic Development Council           |
| Greene, Patrick   | LA 4th Circuit Court of Appeals           |
| Guillot, Jerry    | LA Senate                                 |



| <b>Name</b>         | <b>Department</b>                         |
|---------------------|---|
| Guinn, Jack         | LA Office of Student Financial Assistance |
| Guissinger, Ann     | LA Partnership for Technology/Innovation  |
| Gusky, Mike         | Dept. of Transportation & Development     |
| Hadden, Cynthia     | Louisiana State University                |
| Hamilton, Gwen      | Children's Cabinet                        |
| Hargrave, Carolyn   | Board of Regents                          |
| Harper, Bob         | Department of Natural Resources           |
| Hay, Ronald         | LSU Computing Services                    |
| Hebert, Steve       | Department of Civil Service               |
| Henson, Ron         | Department of Treasury                    |
| Herringshaw, Dennis | Board of Regents                          |
| Hirth, Trisha       | Jedco                                     |
| Hobbs, James        | LA Community & Technical College          |
| Hobgood, Dan        | Cisco                                     |
| Homer, Dyess        | LPB                                       |
| Hosse, Bobby        | Legislative Fiscal Office                 |
| Howard, Kathy       | Department of Social Services             |
| Howze, James        | Department of Social Services             |
| Hutchinson, Don     | DOA-Commissioner's Office                 |
| Jackson, Jan        | LA Community & Technical College          |
| Jaques, Tom         | State Library                             |
| Jennings, Lee W.    | Department of Corrections                 |
| Jindal, Raj         | Department of Labor                       |
| Joffrion, Su        | DOA-Office of Information Services        |
| Johnson, Anne       | LA Legislative Auditors                   |
| Johnson, Vic        | Department of Economic Development        |
| Jones, Jane         | Secretary of State's Office               |
| Jordan, Edgar       | DOA-Commissioner's Office                 |
| Jumonville, Charles | Department of Labor                       |
| Kaufman, Bob        | Department of Education                   |
| Kennedy, Melba      | Department of Education                   |
| Killebrew, Gerard   | Board of Regents staff                    |
| Kling, Whit         | DOA-Commissioner's Office                 |

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| <b>Name</b>       | <b>Department</b>                       |
|-------------------|---|
| Kramer, Jean      | ULL                                     |
| Kurtz, Tommy      | Metro Vision                            |
| Lane, Carolyn     | DOA-Planning and Budget                 |
| Lanier, Bud       | DOA-Office of Telecommunication Mgt.    |
| Lansing, Janice   | Dept. of Culture, Recreation, & Tourism |
| Lea, Denise       | DOA-State Purchasing                    |
| Leachman, Ed      | DOA-Office of Database Commission       |
| LeBlanc, Chris    | DOA-OIR                                 |
| Lemann, Catherine | Law Library of Louisiana                |
| Levy, Raoul       | DOA-Facility Planning & Control         |
| Lewis, Sue Ellen  | LA State Employees Retirement System    |
| Lindsay, Laura    | Louisiana State University-Baton Rouge  |
| Logan, Jim        | Department of Labor                     |
| Lopez, Patty      | LA Department of Labor                  |
| Lowery, Amy       | DOA-Commissioner's Office               |
| Magendie, Roger   | DOA-Facility Planning & Control         |
| Manning, Kim      | Louisiana State Senate                  |
| Matheme, Cathy    | Secretary of State                      |
| Matheme, Gary     | Department of Revenue                   |
| McAlphine, Wayne  | Secretary of State's Office             |
| McCoy, Bob        | Board of Regents                        |
| McDonald, Rex     | Department of Public Safety             |
| McGee, Joan       | DOA-Office of Database Commission       |
| Meador, Von       | Louisiana Public Service Commission     |
| Merrick, Tricia   | Department of Education                 |
| Milioto, Craig    | DNR                                     |
| Mizell, Jessica   | Covington High School                   |
| Montagnino, Greg  | Department of Revenue                   |
| Moore, Linda      | Department of Revenue                   |
| Moore, Mable      | Baton Rouge Community Center            |
| Movassaghi, Kam   | Dept. of Transportation & Development   |
| Nichols, Mark     | Department of Education                 |
| O'Hara, Martha    | DOA-Office of Information Services      |

| <b>Name</b>        | <b>Department</b>                     |
|--------------------|---------------------------------------|
| Oliver, Barbara    | Division of Administration            |
| O'Neal, Chris      | LA Center for Education Technology    |
| Paterson, Karen    | Office of Database Commission         |
| Payne, Denise      | Children's Cabinet                    |
| Perkins, Bill      | Department of Health and Hospitals    |
| Pinsel, Jerry      | LCTCS                                 |
| Polk, Howard       | Department of Health and Hospitals    |
| Poret, Ross        | Department of Education               |
| Potier, Patrick    | Department of Health & Hospitals      |
| Rabalais, Larry    | LCTCS                                 |
| Reynolds, Allen    | Department of Civil Service           |
| Richard, Darlene   | Department of Economic Development    |
| Richardson, Stacy  | Department of Environmental Quality   |
| Riley, Michael     | Attorney Generals Office              |
| Robin, Helene      | Department of Health and Hospitals    |
| Robinson, Press L. | Southern University System            |
| Rome, Charley      | Legislative Fiscal Officer            |
| Salvaggio, Nino    | DOA-Office of Telecommunication Mgt.  |
| Schouest, Diana    | Department of Revenue                 |
| Sloan, Avery       | Secretary of State                    |
| Smith, Doug        | Treasurer                             |
| Smith, Jesse       | Southern University Systems           |
| Smith, Susan       | DOA-Contract Review                   |
| Soileau, Anne      | Department of Civil Service           |
| Soniat, Lyle       | Department of Wildlife & Fisheries    |
| Speyrer, Greg      | LSUMC                                 |
| Stamper, Henry     | Small & Emerging Business Development |
| Talamo, Sheila     | BESE                                  |
| Troendle, Dave     | LSU Medical Center                    |
| Trogolo, Ray       | Department of Insurance               |
| Turner, Scott      | Department of Justice                 |
| Vandal, Donnie     | Board of Regents                      |
| VanNortwick, Nancy | Department of Public Safety           |

| <b>Name</b>      | <b>Department</b>                       |
|------------------|---|
| Vaughan, Andrew  | LCET                                    |
| Vaught, Sylvia   | DOA-ISIS                                |
| Walker, Randy    | DOA-Office of Information Services      |
| Weber, Dennis    | Department of Public Safety             |
| Whelan, Carol    | LA Center for Education Technology      |
| White, Jonathon  | DSS Support Services                    |
| Williams, Denise | Board of Regents                        |
| Williams, Joel   | Louisiana State University              |
| Winker, Maurice  | Teachers' Retirement System             |
| Wirth, Greg      | Dept. of Culture, Recreation, & Tourism |
| Wright, Judy     | LA Department of Social Services        |
| Young, Jay       | CPTP                                    |
| Zamin, Zehra     | Louisiana State University              |